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17 November 1965

MEMORANDUM FOR: Mr. Vance

SUBJECT : Printing Services Division

1. On 12 November 1965 I was given a briefing by the Printing Services Division. The following two problems were brought to my attention.

a. NPIC has a separate printing plant employing about [] people, and the Technical Services Division has a printing plant employing [] people. These two printing units are completely independent and are not related to the Printing Services Division organizationally or by career service. In the past the NPIC printing unit would proselyte employees from the Printing Services Division. Finally an arrangement was reached to work out this problem between the two units. There is still some competition for printing personnel, particularly in the hard-to-get categories. In the past and perhaps at present some variations in salaries tend to make one unit more attractive than the other. (At one time, NPIC definitely paid higher salaries.) There is some consultation between these units about techniques, procedures, and equipment in the fields of printing and photography. However, NPIC and TSD do not look to PSD as the central printing service for all Agency activities with its reservoir of experience and expertise. Several aspects of this problem warrant some attention. The first is the element of duplication and the consequent cost savings which would result if PSD played its proper role in providing printing services to all elements of the Agency. The second aspect is that the three printing units have no career service relationship where careers and talents could be centrally developed to promote career interests and technical capabilities for the benefit of the Agency. I understand that this problem received attention in the past four or five years from an Inspector General inspection and from Mr. Kirkpatrick. Apparently no definitive action or position was taken to relate these to a single coordinated program.

b. The Printing Services Division has come up with a number of "firsts" in the printing industry and has shown remarkable talent in resolving unique problems and in modifying and adapting printing and photographic devices for more efficient and new concepts. PSD concentrates a good portion of its efforts in the field of photography to improve the quality of photographic reproduction. I understand,

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however, that the photographic specialists in PSD have no interface with OSA and are unaware of their activities. As a result, I think the Agency may be losing knowledge, improvements, techniques, and new ideas that might arise from such a working relationship. OSA has extensive contracts [redacted] for high resolution cameras, film processing, photographic reproduction, etc. I should like to see a close working exchange in this area to see whether both activities might improve from this interface.

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2. I also understand that there is little connection between the Office of Communications and the Printing Services Division. The Office of Communications spends a great deal of effort on its printouts in cable production, which is interrelated with time saving features through automatic relay switches. However, the printing or message reproduction aspects of this program are not properly developed between the two offices. This area might be worth an inquiry to see whether something could be gained by a closer working relationship.

3. Please consider these problems, inquire into them, and submit recommendations to me. If a closer exchange with OSA can be worked out, I should like to see it proceed as soon as feasible. I feel that your group should take these problems under consideration in an effort to improve our organization, programming, and efficiency in these related fields.

[redacted]

R. L. Dammertman

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